The Pursuit of Excellence in the Emerging Marketplace

SENSE 81 A Communications, Marketing and Design Publication of Lippincott & Margulies

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"There's a better way to do it. Find it!"

Seldom has the innovative and industrious spirit of American enterprise been captured so succinctly as in this exhortation of Thomas A. Edison to fellow workers in his West Orange, New Jersey laboratory.

The challenge to "find a better way" and the ongoing response made America the most productive nation on earth. In this century alone, it produced the computer, television, the airplane, drugs that eliminated several "killer" diseases—and what is still the world's highest standard of living.

If we will part for a moment the curtain of gloom we have allowed to obscure our vision, we will see that both the determination to find a better way—and the capacity to act upon that determination with vigor, imagination and resourcefulness—flourish in our nation unimpaired. New frontiers are being conquered in energy, chemistry, bioengineering and health care; new technologies are being developed to enhance the quality of life; new manufacturing and retailing environments, and new service patterns, are being shaped to meet the needs and aspirations of a better educated, more affluent consumer.

Of course challenges lie ahead—some of them of unprecedented difficulty and complexity.

But so it has always been.

Civilization, wrote historian Arnold Toynbee, is the story of challenge and response. And without challenge—whether in the form of competition, new technologies, changing demographics, or the cutoff of traditional resources—we would lack the vitalizing force that powers the engine of progress, growth and profitability.

If one company does not strive to "find a better way," its competitors surely will.

In this issue of Sense, we look at some of the social, economic and technological changes that will challenge corporations in the emerging marketplace, and at the critical role of marketing, communications and design disciplines in shaping a positive response. At Lippincott & Margulies, we have been applying those disciplines on behalf of American corporations for more than a quarter of a century, helping them to "find a better way" to define their objectives, to decide who they are and what they want to be in changing marketing environments, to position themselves to meet competition and to build for the future, and to communicate their distinctiveness and their capabilities to appropriate domestic and international publics.

As we look ahead from this vantage point of past experience, we see unique challenges demanding unique responses. But the dynamics of challenge and response remain constant. If one company does not strive to "find a better way," its competitors surely will.

The Recovery of Optimism

In the history of great American corporations, dreams achieved have seldom loomed as importantly as the abiding capacity to dream of ever greater achievements.

It's no surprise that in the emerging marketplace, bristling with challenges—among them energy, inflation, government regulation, intensifying competition from abroad—opportunities for corporate "achievement dreaming" of a high order will abound. The fact that corporations are not just rising to these challenges but, in a spirit of renewed

and reinvigorating optimism, are seeking out new ones is revealing.

The pursuit of excellence, of the extraordinary result—of what business theoretician Peter Drucker calls "new vision, new knowledge, new work"—is once more regaining its traditional place in the corporate scheme of things.

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Whence this energizing optimism, this sense that, despite a host of problems, things will turn out for the better rather than for the worse? A number of factors are at work.

The tilt toward a disabling pessimism that contracted our vision during the 1970's is being corrected. Explained one young man, celebrating (not demonstrating) at the Washington Monument: "We have bottomed out of our depression and inferiority complex." Dr. Leon Martel, Executive Vice President of the Hudson Institute, put it this way: We are beginning to realize that "there's a great deal of strength and resilience in the system and the long-term prognosis is good."

Consumers will be giving a green light to value; a red light to gimmickry.

In the marketplace, consumers are refusing to conform to the dire predictions of the put-down pundits. They are saying a resounding "No!" to no-growth.

In a public attitude survey commissioned by Union Carbide, an overwhelming 83 percent said they wanted the economy to grow "a fair amount to a great deal" in the next five years. And, even under the impact of inflation, they are defiantly rejecting what A.F. Ehrbar, writing in *Fortune*, calls "the bleakness of spirit known as diminishing expectations." And with good reason.

The majority of workers and consumers who constitute the emerging marketplace are more mature than any generation in the recent past—and are better educated than any in the nation's history.

In a dramatic demographic swing that is sure to have profound marketing implications for industries as diverse as energy and fast food, the number of people between 15 and 25 is declining, while the number over 25 is sharply rising. During the 1980's, for example, over 60 percent of real purchasing power will be in the hands of the 25 to 44 age group, which in ten years will be the most populous group in the country.

As workers, this more mature, better educated generation is expected to add stability and spur productivity in both the manufacturing and the service sectors. As consumers, they will be reading labels, comparing products and services for value, looking for—and expecting—business to provide better products and improved services. They'll be giving a green light to value; a red light to gimmickry.

Without a doubt, the most powerful energizing force in the emerging marketplace is the unprecedented phenomenon of two-worker households. This is not just a response to inflationary pressures, but to a dramatically new way of life that has been a'building since the '60's. From 1960 to 1978, some 19 million women joined the work force, accounting for 60 percent of its growth. Already some 23 million wives hold jobs and, according to a Ford Foundation study, by the close of the decade, three quarters of all married women will hold paying jobs.

In the past, close to 80 percent of women working outside the home were in service, sales and factory

jobs. Many moved in and out of the work force in response to economic crises or to help in achieving some specific goal, such as buying a new home. What's different now is the surge into the job market of women who are well-educated and who are already married to men with above-median incomes. Comments one noted economist: "The dual career couple will lead the way in a general movement toward affluence that millions of other working couples will participate in."

The emerging optimism that imbues these more mature, better educated consumers is more than a mood-swing away from that "bleakness of spirit" that was supposed to have descended upon America. It's based on a growing realization that economic cycles, good and bad, come and go, but that, in this most productive and resourceful nation on earth, "the long-term prognosis is good."

Indeed, contrary to some pessimistic assessments, which have been amplified by a competitive media environment, so is the short-term outlook. According to the detailed projections that economic consultant Townsend-Greenspan & Co. recently prepared for *Fortune* Magazine, during the next decade median family income before taxes will increase at a rate of 1.9 percent per year, or about 20 percent by 1990, an amount sufficient "to add some conspicuous embellishments to the standard of living" despite projected inflationary dilution. The most striking manifestation of the gains ahead, the study points out, is that "literally all of the 'new' families created in the '80's will be in the upper income bracket," upper income being defined here as more than $25,000 (in 1977 dollars). "In the genuinely affluent society of 1990, two families out of five will qualify as upper income, versus only one out of four now."

Increasingly one sees corporations daring to dream great dreams, and stretching mind and muscle to make them come true.

The Pursuit of Excellence

Corporate America faces a major challenge in the eighties: The unification of all the economic social and demographic upheavals of the sixties and seventies. Management must respond to and meet the demands of a more mature, better educated work force and consumer. The American work force has raised its sights—expecting to "stay ahead" by working harder to "get ahead." There is a mounting national mood of impatience with second rate products, second rate answers to energy problems and second rate images of America. "The American citizen is turning to the American Corporation to strive and meet the challenge towards excellence in the eighties." Corporations must meet it.

Happily, it is proving to be an invigorating challenge. Increasingly one sees corporations daring to dream great dreams, and stretching mind and muscle to make them come true.

Take energy. The media abound with crisis scenarios and cartoon depictions of Arab sheiks glowering menacingly over a cowering and helpless America. One needs to penetrate the fine print to learn that not only is the United States rich in energy resources, but that it also possesses the advanced technology to exploit them. The commitment of the private sector to this exploitation is making energy one of the decade's major growth industries.

Gulf Oil, for example, invested $1 billion in just one year to explore for and to develop additional natural gas resources for the country, and in seven years it spent over $700 million to investigate such alternative energy sources as shale oil, liquid coal, uranium and tar sands. Its current overall 5-year capital expenditure program represents a $20 billion commitment to the future. Other companies are focusing on the long-term promise of coal, and working to perfect such innovative technologies as slurry, which mixes coal with water to transport it via pipelines—and on designing plants that could convert shale to oil.

Atlantic Richfield is stretching its mind to develop photovoltaics (energy from the sun), which chairman Robert O. Anderson says "comes as close to being a Daddy Warbucks solution" to energy shortages as anything to be found. An executive at General Electric, meanwhile, is reported saying that he expects a much-earlier "tremendous spin-off in coal combination technology" from the company's research in magnetohydromatics as a source of future energy.

Thanks to technological improvements in usage efficiency, it's increasingly taking less energy to turn out a dollar's worth of gross national product. Some experts predict that, based on current consumption levels, a decade hence Americans will be producing appreciably more goods but using no more energy than they do now.

It's not just in energy that one sees the innovative spirit at work, with corporations making extraordinary commitments to achieve extraordinary results. The U.S. auto-

The high cost of innovation, in all industries, stems from the burden of layer upon layer of government regulation.

Over-regulation has reached the point where it is curbing the dynamism traditionally inherent in the American system.

motive industry, far from standing still and despite its well-publicized current problems, will spend from $75 to $90 billion over the next five years to redesign its car fleet. This can only be viewed as an exceptional and even daring bet on the future vitality of the American economy.

In the past, farsighted corporations did not remain satisfied with the challenges posed by the marketplace; they sought out new and more difficult fields to conquer. Today, we see this same kind of determined moving into uncharted territory as a host of companies begin probing the potential yield in practical benefits of the process known as recombinant DNA. In creating new forms of life with this process, these companies seek cheaper pharmaceuticals, whole new families of drugs, more efficient chemical and food production.

Of course, such innovative research necessitates huge investments in trained manpower, equipment, money and time. According to Hoffman-LaRoche, Inc., an average new pharmaceutical product costs about $60 million to discover and to develop. Partly, that's because scientists investigate and develop approximately 10,000 new chemical substances before they find one that is sufficiently superior to introduce successfully into medical usage.

However, the high cost of innovation—in all industries—stems also from the burden of layer upon layer of government regulation. BankAmerica President A.W. Clausen has noted that "in 1980 the total identifiable costs of complying with government regulations—more than $100 billion—will equal or exceed what business invests in factories, offices and other productive facilities."

Here, too, there is a cause for long-term optimism. For one thing, there's a growing realization among members of Congress, economists, intellectuals and labor leaders that over-regulation has reached the point where it is curbing the dynamism traditionally inherent in the American system. For another thing, while citizens are still concerned about safety and health, they no longer view government regulation as the cure-all.

Communications and the Emerging Marketplace

When Westinghouse Corp. announced that it would put $7.9 million behind a novel advertising program that would address itself to productivity, alternative energy sources, and the technologies of the '80's, it highlighted what will be one of the most critical challenges confronting corporations in the emerging marketplace. And that is the competitive need of corporations to communicate not just who and what they are, but what they are *doing* to realize their dreams of achievement. The objective of the Westinghouse campaign—aimed at the industrial consumer of Westinghouse products, the business community and Wall Street, government, employees and potential employees—is, in the words of William T. Rush, Director of Advertising and Promotion, "to show that Westinghouse is a successful, well-balanced organization with tremendous resources for problem-solving for business, industry, and society as a whole."

To communicate what a corporation is, what dreams it is dreaming, what resources it has, and what problems it is working to solve—this will prove to be one of the major challenges facing business leaders in the years ahead.

To communicate what a corporation is will prove to be one of the major challenges facing business leaders in the years ahead.

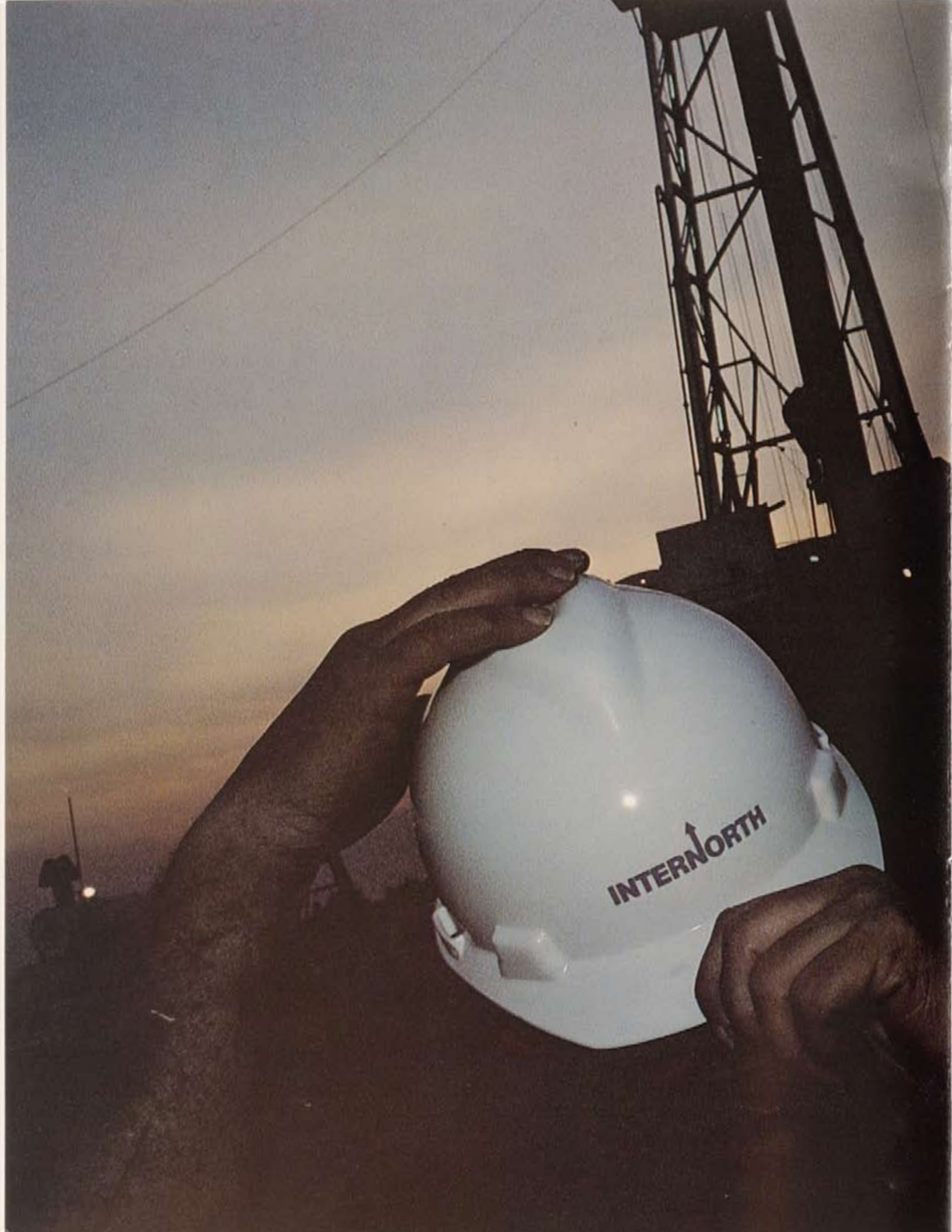
It will take communications skills of a high order to muster the capital, the people, and the technology to pursue excellence and maintain a visible commitment to innovation and increased productivity. Overall, Americans will need to be convinced that it is in their long-term interests to save more and so help to build the supply of investment capital required for the '80's and beyond. Individually, the burden will be on the corporation to convince the financial community and its stockholders that the corporation's commitment to innovation, productivity and problem-solving is an abiding and profitable one. And how a corporation is perceived, by all of its publics—consumers and employees, government and business—will determine whether or not it gains the credibility needed to nourish great dreams and to pursue extraordinary results.

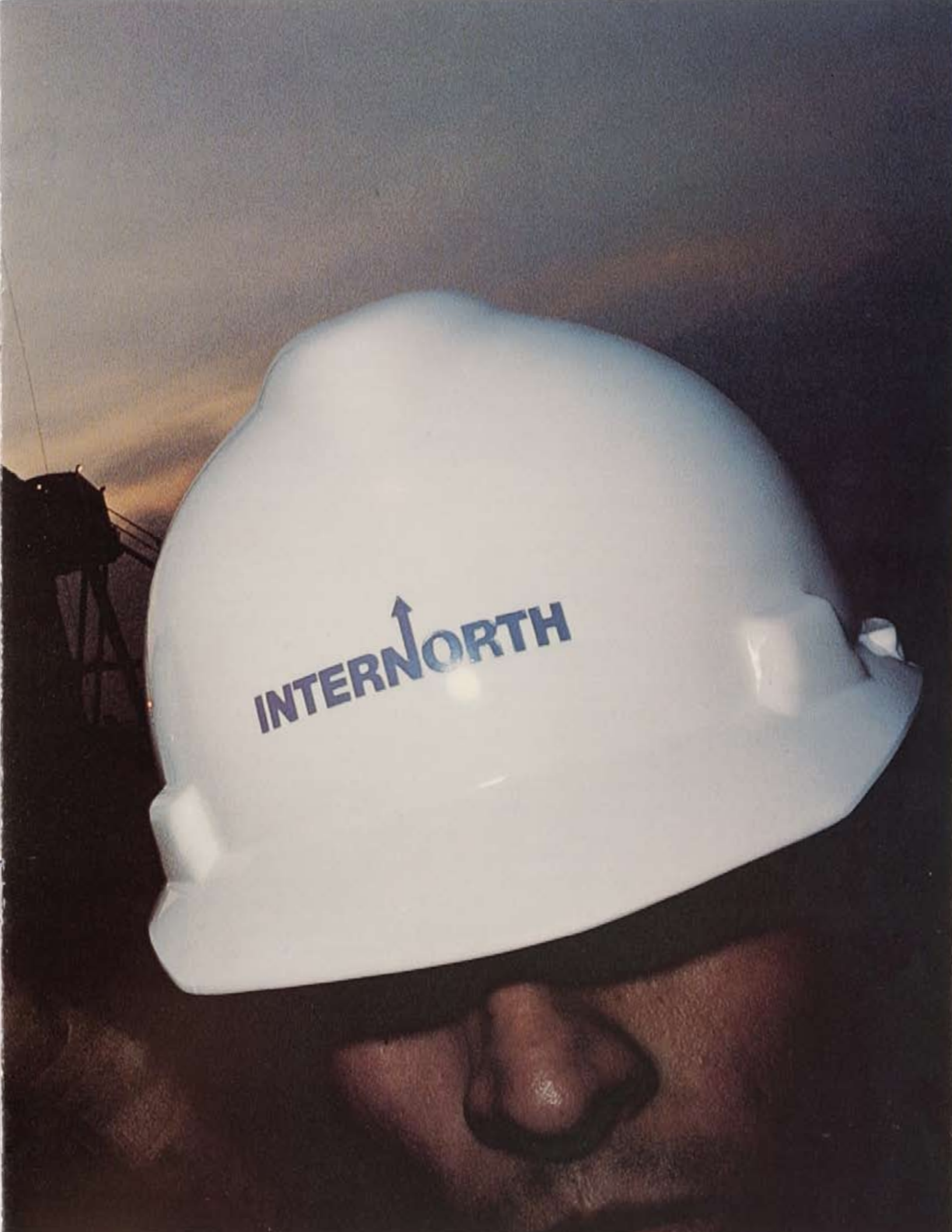
In the emerging marketplace, few corporations can afford to rest satisfied with their "dreams achieved." A backward glance to assess one's strengths must serve not as an occasion for complacency, but as a vantage point from which to define a corporation's commitment to new goals and new attainments.

Americans today need—and want—to feel good about themselves. They have "bottomed out" on depression and want to see, and participate in, positive things. For the corporation that can communicate its commitment to the pursuit of excellence, its innovative spirit, its capacity to dream and its determination to build, the opportunities have never been greater.

Interleaved throughout the pages of this essay are a few illustrations of the ways in which Lippincott & Margulies has deployed its professional expertise in the disciplines of communication, marketing and design to help corporations both in the U.S. and elsewhere to articulate and attain their individual dreams of achievement.

In the pursuit of excellence, the commitment to innovation mandated by the emerging marketplace and this proven expertise in helping corporations "find a better way" to communicate what they are—*and* where they are going—continues to play a vital and strategically compelling role.


INTERNORTH


INTERNORTH

In the emerging marketplace, perhaps no industries will play a more critical role than those which are related to energy. In government, on Wall Street, in the research laboratories, in the media, and among the public, the word "energy" signals where the problems are—and, positively, where the action is.

With energy becoming everybody's watchword, embracing a universe of meanings, what can an energy-related company do to stand out from the crowd? It's not just that more and more companies enter the field, in one way or another, everyday—but also that established energy companies are rapidly diversifying into additional areas which may or may not be energy-related. How can they clearly identify themselves to their audiences, both as they are constituted today, and, perhaps more important, as they anticipate they will be in the future?

Two examples of what far-sighted, energy-related companies are doing—one in the U.S., the other in Canada—to communicate their unique strengths, may illustrate some of the answers.

A multi-billion dollar diversified U.S. corporation with broad interests in the energy field, Northern Natural Gas Company had compelling reasons to be concerned about its identity. During some 50 years, the Omaha-based company had grown from a relatively uncomplicated natural gas transportation, pipeline and utility company, to a fully-diversified, energy-based organization employing 10,000 people and boasting one of the strongest balance sheets in its industry.

It had become an important international factor not only in the wholesale and retail distribution of natural gas, but also in liquid fuels, petrochemicals, oil and gas exploration, and coal.

But despite the company's broad and successful diversification, the company was perceived by Wall Street as the rather stolid and highly regulated utility the name Northern Natural Gas suggested. Certainly the name did little to communicate the company's innovative thrust and its commitment to bend its resources and expertise to enhanced productivity in diverse energy-related operations, and to further expand internally and through selective acquisitions.

The problem, as defined by Lippincott & Margulies, was how to convey to the financial community and to the markets into which it was expanding that Northern Natural Gas had grown to be the resourceful, diversified and innovative company it is today.

The strategy devised by Lippincott & Margulies was to create a new corporate identity while building on the proven positive imagery of past performance and recognition. This strategy entailed retaining for the entire natural gas group the Northern Natural Gas name, and creating for the parent corporation a new corporate name, InterNorth, Inc., thus establishing a new identity consonant with the company's new reality, while affording a continuing bridge to the familiar Northern name.

Traditional strengths and the innovative spirit are further linked in the graphics. The distinctively styled "N," which had been a characteristic of the company's past identification, is retained as a distinguishing element.

Increasingly diversified Northern Natural Gas selected the new corporate identity of InterNorth, while retaining its distinctive arrow "N" in the logotype.

For Petro-Canada, the state-owned Canadian oil company headquartered in Calgary, Alberta, the need was to develop a viable identification strategy for its entry into the retail marketing field.

When the company came to Lippincott & Margulies for assistance, it had recently acquired Pacific Petroleum, Limited, the retail Canadian operations of Phillips Petroleum. The purchase included a network of over 420 service stations and bulk plants operating under the Pacific 66 name which had to be re-identified and integrated into one cohesive marketing program.

Based on a comprehensive study of conditions and attitudes in the market, it was decided that Petro-Canada should establish itself as a company offering competitive prices and fair values, helping its many dealers to provide consistently good service. As a result, the individual dealer's name was deemed to be a significant component of any identification or marketing program.

Another conclusion was to adopt the corporate name, Petro-Canada, as the retail trade name. The high public profile of the whole company and favorable national affinity were strong factors in reaching this decision.

A visual motif to communicate Petro-Canada to the marketplace was developed, combining the Petro-Canada name with a white mapleleaf configuration thrusting into a field of red in the form of an energy "burst." The motif is adaptable to the full range of Petro-Canada facilities, regardless of regional differences of architectural style.

The program for Petro-Canada also extended to the company's products, credit cards, uniforms, vehicle identification, gas pumps, storage facilities, and to a comprehensive media identification effort.

The new identity stance fulfills Petro-Canada's need for a viable retail identity in a highly competitive market, clear and positive identification as a Canadian entity, and strong individual dealer emphasis at the customer level.

A quickly recognizable "energy burst" graphics system was adopted by Petro-Canada, the well-established Canadian national petroleum company, to identify its newly acquired retail marketing operations.

PETRO-CANADA

WAKEFIELD
WAKEFIELD
WAKEFIELD
WAKEFIELD
WAKEFIELD
The Ring of Good Taste
ALASKA
Crabmeat
& Sh

t Stuffing

You have a product of undisputed excellence, with a history of consumer acceptance extending over three decades. In the emerging marketplace, with its growing numbers of better educated, quality-conscious consumers, it should be right on target. Yet your share of the market is shrinking.

That's pretty much the problem that Pacific Pearl Seafoods, an Amfac company, brought to Lippincott & Margulies. Our studies revealed an almost classic case of a fine product line failing to keep up with a swiftly changing consumer environment.

When Pacific Pearl introduced its line of quality frozen seafood some three decades ago, it resolved to make the brand top-of-the-line and the Wakefield name synonymous with quality. That commitment to excellence has been an abiding one, and to a generation of consumers, Wakefield signalled "something special."

But as more and more competitive seafood products crowded the supermarket freezers, the Wakefield signals grew blurred. What the new consumers saw was a high price tag—not the rationale for paying the price.

The decision was made to completely reposition the Wakefield line, and to build a verbal and visual strategy that would communicate to today's consumer the true and extraordinary values of Wakefield frozen seafood as a product like caviar in its festive connotations, to be selected for special occasions or for the sheer delight of a memorable dinner at home.

A packaging system was devised which would accommodate within a readily identifiable format the complete Wakefield line. Wakefield's traditional "ring" device was strengthened to give it trademark significance, and was reinforced with the kind of verbal identification that would serve effectively in all media, including radio and television. "The Ring of Good Taste" was featured on all packages.

The keystone of the execution was superb photography. Hundreds of photographs were taken, from all angles and in many settings, to finally produce the image of Wakefield seafood stemming from a cornucopia to the elegant sterling silver dish in which it will be served.

Commented William Clancy, Pacific Pearl's Vice President for Marketing: "Wakefield is now positioned to move ahead with strength into the new marketplace. We have a visual and verbal presentation that stands out in the supermarket environment, and that speaks the quality language of the consumers we want to reach. And we have a packaging system, complete with color coding for the various products, that reinforces the overall impact of the Wakefield name. Our own enthusiasm for the new Wakefield image has been confirmed by the reception accorded it by our distributors. Indeed, not only have we opened up additional distribution points, but we now have a system that enables us to move confidently into the restaurant market as well."

The Wakefield seafood packaging system's "Ring of Good Taste" projects superior product quality, thus creating a strengthened product line in the marketplace.

Why would a company whose name already enjoyed international recognition commission Lippincott & Margulies to develop a new worldwide corporate identification program?

To find the answer, one must look to the dynamics that made American Express an outstanding company in the first place. From its earliest days as a baggage-forwarding service, American Express has been characterized by a questing, innovative spirit—a spirit that has led to The American Express Card, travelers cheques, travel services, insurance, publishing, banking in foreign countries, and other businesses.

It is not surprising, therefore, that to position itself for future growth in the emerging marketplace (which, for this company, is a global marketplace), American Express would engage Lippincott & Margulies for an assessment of its communications practices—and for the development of a program to increase their overall effectiveness.

The assignment took Lippincott & Margulies' staff to American Express offices and facilities across the U.S. and to many cities overseas. Customers, employees, tourist and trade officials, and media executives were interviewed in-depth to obtain a comprehensive picture of how important publics saw the American Express identity. Verbally, the name American Express was found to have a strong positive connotation. Possession of The American Express Card, for example, symbolized affluence, status, membership in an international elite.

Visually, however, the American Express image was found to be both unclear and fragmented. Not only was the existing logotype perceived as being unattractive (with the unattractiveness underscored by poor registration qualities in print), but the visual identity was presented in a varied and uncoordinated fashion. Lacking was any strong and disciplined visual communications system that would identify American Express as the world company it had really become.

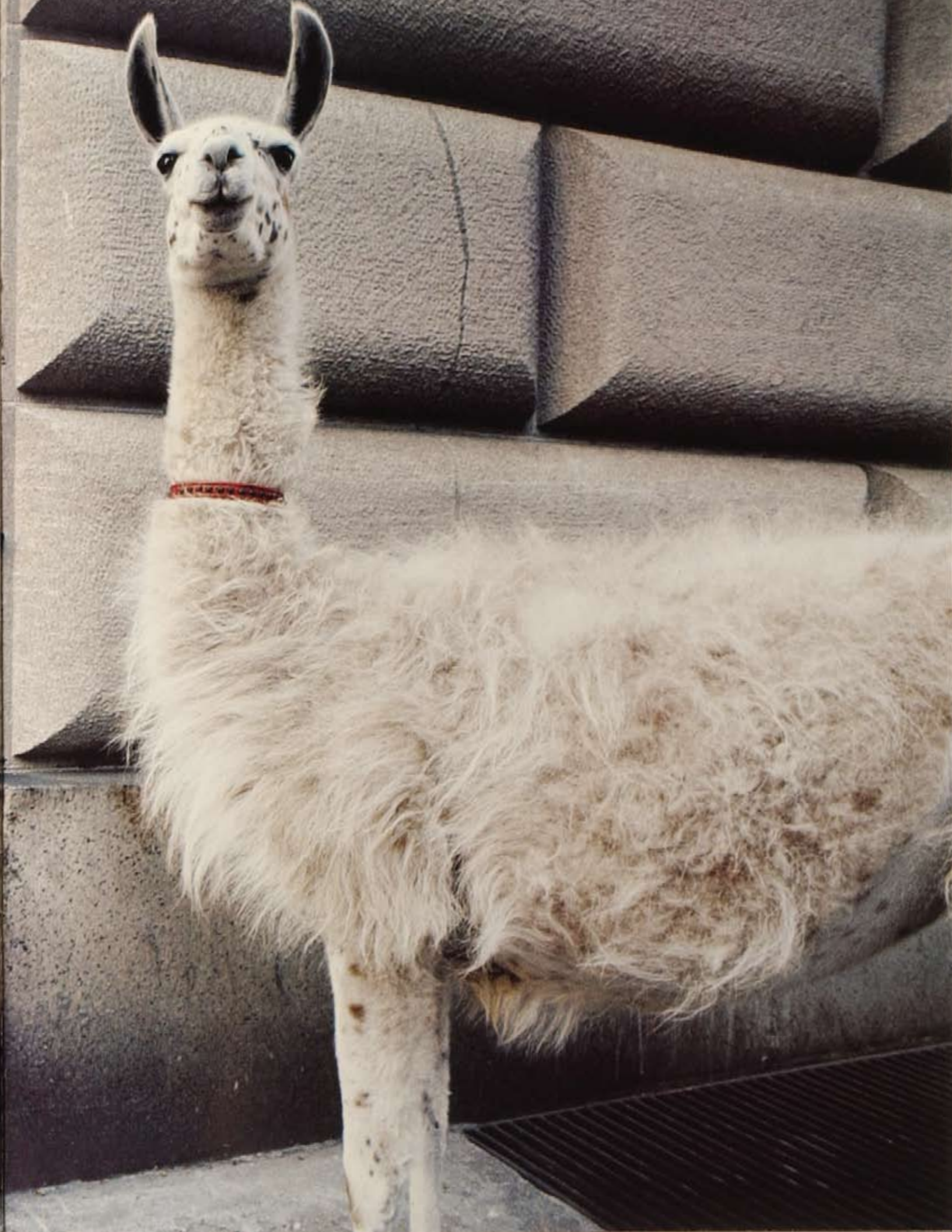
Keystone of the solution developed by Lippincott & Margulies was a new graphic system designed to create a strong, uniform awareness for American Express on an international scale. The single color logotype, blue on white, carries over something of the old, while simultaneously creating a completely new look. Importantly, the new design makes the logotype adaptable to every country that American Express serves.

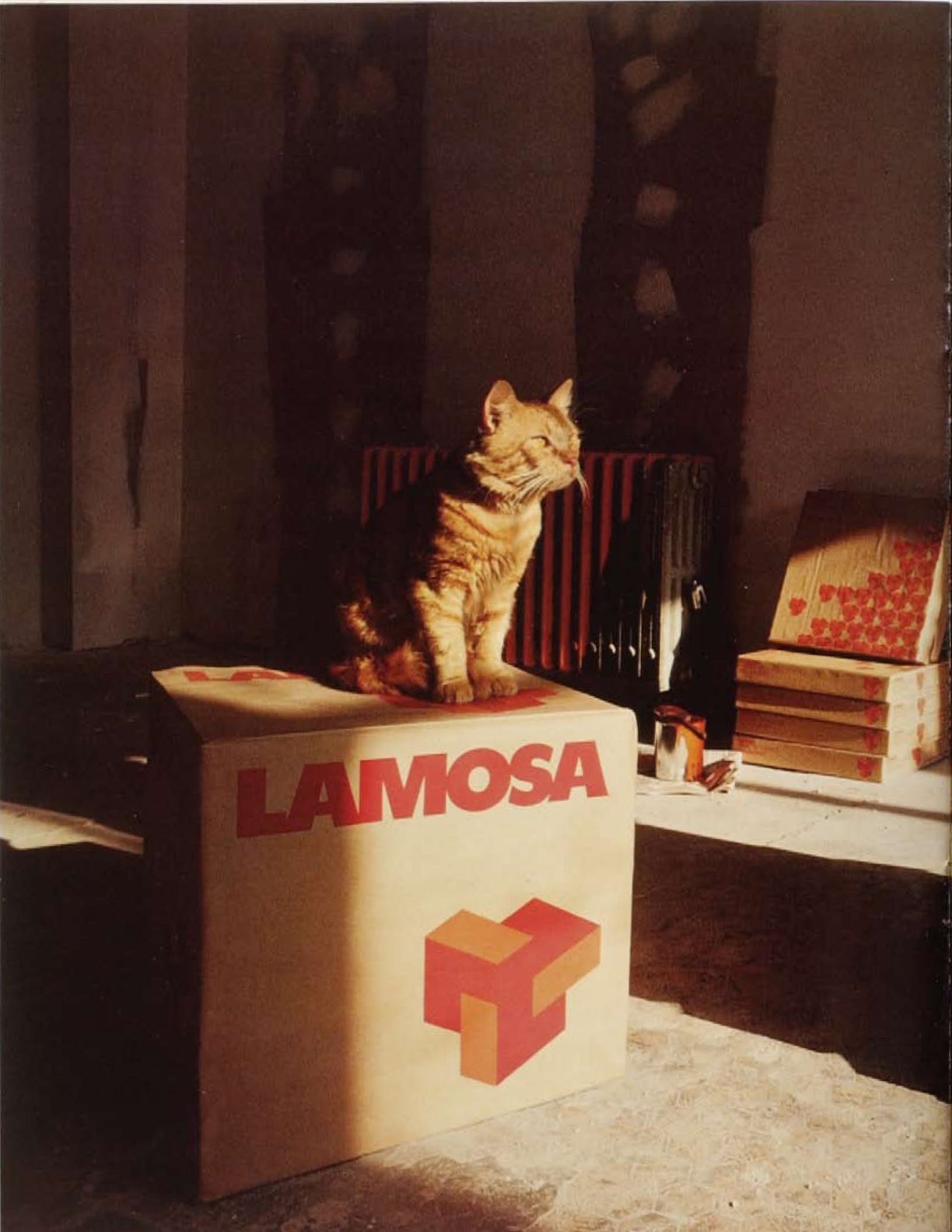
The new corporate identity system gave American Express a new look, consonant with its global operations. But it also enhanced the company's communications effectiveness in perhaps more significant ways. The company has now attained the kind of clear, universal visual identity that enables it to advertise and promote a variety of products and services, in many countries, under one unifying banner.

American Express: a company entering the emerging world marketplace with greater positive exposure, greater recognition for a host of products and services, and positioned to seize tomorrow's growth opportunities.

The bold American Express graphics system is a highly identifiable, unifying banner designed to create a strong "international" awareness of the firm's varied products and services.

nearly
1000
locations around the world
AMERICAN
EXPRESS
Travel
Service




LAMOSA

LAMOSA
MAYOLICA
CLAY FLOOR TILE
LAMOSA
MAYOLICA
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It's not just in the U.S. and Canada that companies are seeking new approaches to the emerging marketplace.

In Mexico, the central question which Ladrillera Monterrey, S.A. posed to Lippincott & Margulies was how to devise a strategy that would help position the company to accommodate growth twice as fast as that of the industry it is in.

Measured by most standards, Ladrillera Monterrey was highly successful—as a holding company, as a corporate parent and as a group of operating companies engaged in the building and construction sectors. Its reputation for quality and reliability was high—in wall and floor tiles, sanitary ware, brick and red ware, fittings and plumbing parts—as well as in gypsum, adhesives, minerals and raw materials.

And yet, as management suspected (and as the investigation and evaluation by Lippincott & Margulies confirmed), the identity it presented to its publics—government, the financial community, customers—was fragmented and often confusing. While acknowledging a positive general impression of the corporation's fiscal strength, financial executives also admitted to having no real picture of the company's scope of operations, overall profitability patterns, or growth potential. Customers voiced high opinions of the products of whatever operating company they happened to deal with, but these narrowly focused perceptions contributed little to building the desired image of corporate stature and industry leadership. Even its employees saw only a part of the whole. Nowhere did the company communicate its combined strengths to its publics. The corporation, for example, was identified variously as Ladrillera Monterrey, S.A., Grupo Lamosa, and Lamosa. And the names of the individual operating companies floated free of any unifying communications system that might support either overall market visibility or corporate visibility.

The starting point for the development of a new communications strategy became the selection of a new corporate identity, an identity that would assist the company to be perceived by each of its publics for all of its values: top quality building products, industry leadership, professional management, and excellent profitability. The new corporate name would have to function effectively in diverse environments: in the offices of government and finance, as well as on the building lots of schools, homes and factories, where cartons are exposed to view.

Many names were analyzed, including Ladrilla Monterrey, which was rejected as being too restrictive geographically for a company serving all of Mexico, and too long for signature applications. Finally, the name Lamosa was recommended and approved. Several factors determined its selection. A shortened version of Ladrillera Monterrey, Lamosa is anchored firmly in the historical identity of the company, yet signals a new departure. It can serve as an umbrella brand for the building products and as a unifying element that

Growing at a rate double that of its industry, Mexico's Lamosa adopted a total packaging system successfully linking both brands and subsidiaries together.

ties the subsidiaries to the parent. And it is brief, easy to read, easy to pronounce and it is adaptable to all media.

Lippincott & Margulies then developed a distinctive logotype—a three-dimensional structure with just a slight suggestion of "brickiness" to reinforce the "brick" definition of the word Lamosa. A secondary identification system for linking brands and subsidiaries in a total system was also outlined.

To insure maximum exposure and communicative impact for the new verbal and visual identification, an application formula was prepared to assure standard usage on all corporate and marketing materials—stationery, financial reports, cartons and rolling stock, and in all advertising and promotional materials.

Developing a new communications strategy entails more than recommending a new name. At the company now known as Lamosa, the process of investigation and evaluation and the in-depth discussions with management at many levels led to a clearer internal articulation of overall corporate goals. Organizational strengths and weaknesses were clearly identified and addressed. Lines of communication within the company—and between the company and its subsidiaries—were streamlined. Even business forms were redesigned—to impart more information, to elicit faster response, and to reduce human error.

Lamosa—a successful company celebrating its 50th anniversary with a vigorous commitment to success in the new marketplace.

Lippincott & Margulies is the nation's leading corporate identity consultant, specializing in corporate name development, communications and marketing planning, financial communications planning, corporate identification systems, package planning/design, and new product development. Listed here and on the following page are some of the clients served by Lippincott & Margulies throughout the United States, Mexico and Canada.

Abex
Abitibi Paper
Abbott International
Aetna Life & Casualty
Alexander & Alexander
Aluminum Company of America
Allen Group
Allied Chemical
AmeriTrust
American Bank Note
American Broadcasting Companies
American Cyanamid
American Express
American Greetings
American Metal Climax
American Motors
American National Insurance
AMIC
Amsted Industries
Amtrak
Armco Steel
Arnold Bakers
Arthur Treacher's
Ashland Oil
Atlanta Gas Light
Bache
BancCal
Bankers Life Insurance of Nebraska
Bear Stearns
Beaunit
Belk Brothers

Bendix
Berkshire Knitting Mills
Berol
Bonanza
Borg-Warner
Boston Gas
Bowery Savings Bank
Bristol-Myers
Brown Shoe
Buffalo Savings Bank
Burger Chef Systems
Burger Queen
Burlington Northern
Burry Biscuit
Canada Dry
Canada Trust Company
Canadian Pacific
Campbell Soup
Carling Breweries
CBS
Centran
Cerveceria Cuauhtemoc
Champion Spark Plugs
Chemical Bank
Chemstrand
Chrysler
Ciba-Geigy
Cincinnati Milacron
Cities Service
Clairol
Coca-Cola
Colgate-Palmolive
Columbia House
Conwed
Consumers Power
Consolidated Bakeries of Canada
Consolidated Edison of New York
Consolidated Freightways
Continental Oil
Coopers & Lybrand
Corning Glassworks
Cordis Dow
Cotton States Insurance
Cumberland Farms
Curtiss-Wright
Cyclops
Dairy Queen Development
Dart Industries
Delmarva Power & Light
Del Monte
Diamond Crystal Salt
Diamond Shamrock
Dow Corning
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